



Janet Napolitano  
Governor

Victor M. Mendez  
Director

# Arizona Department of Transportation

## Intermodal Transportation Division

206 South Seventeenth Avenue Phoenix, Arizona 85007-3213

March 15, 2006

Debra R. Brisk  
Deputy Director

TO: Partnering Advisory Committee (PAC) & Core Group Members

FROM: Ginger Murdough  
Executive Partnering Administrator

RE: March 8, 2006 Quarterly Partnering Advisory Committee Meeting Notes

**Next PAC Meeting:** June 14, 2006  
**Time:** 9:00 A.M. to Noon  
**Location:** HRDC

Special thanks to all that attended the meeting on March 8, 2006 at HRDC. Based on the comments from the feedback sheets the opportunity for discussion & updates from the group were very valuable.

We are looking for a volunteer to bring snacks to the next meeting in June anyone interested please contact Russ Hanson at (623) 229-0210.

We look forward to seeing more of you at the next scheduled Partnering Advisory Meeting.

*Please check the Action Plan to see if there are action items for you to complete. Thank you.*



## Partnering Advisory Committee Meeting Notes

Date: March 8, 2006

Location: HRDC – Grand Canyon #1

### ***ACTION PLAN***

WHAT	BY WHOM	WHEN
<b>Sub-Committee Action Items</b>		
<ul style="list-style-type: none"><li>• <b>Issue Resolution Subcommittee</b><ul style="list-style-type: none"><li>▶ Revise wording on IR Routing Form to reflect when to forward resolution information to Partnering Office and Construction Section, plus other changes</li><li>▶ Develop “white paper” guide based on IR Implementation Plan that will become a new Partnering Fine Tuned Process. To include checklist of addendum items to bring to escalation meetings and include in IR package.</li><li>▶ Incorporate both of above into Partnering FTP package</li></ul></li></ul>	Linda Peterson Mike Zimmick Perry Powell Julio Alvarado	By March 30th
	Renee Hoekstra	By April 30th
	Gary Sharp or Linda Peterson	Routing Form by 4/7/06; White paper upon approval
<ul style="list-style-type: none"><li>• <b>Post Design Subcommittee:</b> Follow-up on action item questions to be discussed with ADOT Design managers – carried forward from September 7<sup>th</sup></li></ul>	Berwyn, lead All Committee Members	By April 14 <sup>th</sup>
<ul style="list-style-type: none"><li>• <b>December Event Planning Committee</b> Continue planning for Dec. 6<sup>th</sup>; get Contractor co-chair; report quarterly</li></ul>	All committee members	On-going
<ul style="list-style-type: none"><li>• Distribute 2006 release of the Partnering Fine-Tuned Processes</li></ul>	Linda Peterson Gary Sharp	Upon inclusion of IR Routing Form
<ul style="list-style-type: none"><li>• Poll PAC members for future discussion topics to address at the quarterly meetings</li></ul>	Russ Hanson	By May 1 <sup>st</sup>
<ul style="list-style-type: none"><li>• Attend next PAC Meeting – June 14<sup>th</sup></li></ul>	All PAC Members	June 14, 2006
<ul style="list-style-type: none"><li>• Bring refreshments for June 14, 2006 PAC meeting</li></ul>	Russ will get volunteer	Feb. 20, 2006

### ***NEXT PARTNERING ADVISORY COMMITTEE MEETING***

**June 14, 2006, from 9:00-12:00, HRDC**

## **Partnering Advisory Committee Meeting Notes**

Date: March 8, 2006

Location: HRDC – Grand Canyon #1

### **Agenda items for next regular meeting, June 14, 2006**

- Subcommittee Updates on actions/ recommendations -- Issue Resolution/Consultant Admin. Projects  
-- Post Design Support
- Annual Event status
- New discussion topics – issues and opportunities

### ***FUTURE PARTNERING ADVISORY COMMITTEE MEETING DATES:***

June 14, 2006           HRDC, 9-Noon

September 13, 2006   HRDC, 9-Noon

December 6, 2006     Annual Partnering Event

### ***MEETING HIGHLIGHTS***

#### **Check-in with PAC members re: Stakeholder Group News:**

- Roxanne Lopez – Project Office Manager – We welcome Roxanne to the PAC, replacing Fran Lutrell. She reported that the Office Managers are in process of updating their OJT Manual.
- Gordon Bleyl – RE -- We also welcome Gordon to the PAC, representing RE's and from the Phoenix District.
- Urso Penalosa – Roadway Design – The Roadway group is in the midst of a series of Quality Improvement meetings to review and improve the design process, from pre-design through development, including drainage and roadside development. Their goal is to improve customer satisfaction across the board.
- Kevin Woudenberg – representing subcontractors & suppliers –. no specific news to report. Kevin supplied the Traffic Control devices for the Annual Partnering Event in December.
- Bob Webb – Phx, District Construction – has been working with the Valley Metro Rail project and reports they could use an introduction to the Partnering concept
- Linda Peterson – Partnering Office – is getting ready for the 2006 Partnering Satisfaction survey, which should commence sometime in April
- Cindy Faith – Partnering Office – has been scheduling the Partnering classes for 2006-07, getting backup trainers on board, and is preparing for the annual District site visits from the Partnering Office.
- Ginger Murdough – Partnering Office – 3 months and 3 weeks 'til retirement, but who's counting! Ginger has been busy with a number of national committees she's on – AASHTO's Standing Committee on Quality, et. al. They piloted a new 2.5 day Partnering class in Phoenix, very well attended with Statewide representation from ADOT and many contractors. Noted meetings with BIA, ADOT, FHWA, & Navajo Nation to develop MOU and agreements on how they will all work together. Also

## Partnering Advisory Committee Meeting Notes

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working with AGC to get their support of Partnering, especially contractor training at the field level, and possible changes to funding processes, etc.

- Manuel Tapia – City of Nogales – Although Manuel could not join us today, he sends his regards and noted that Janet Burnett (ACED) will be meeting with the City on 3/13 and the City is embarking on a 3-year design-build project for a new wastewater treatment plant.
- Layne Patton – FHWA – explained that FHWA has been very busy with several initiatives around the state – establishing MOU's and guidelines with the Forest Service, addressing new freeway issues (Red Mountain and So. Mountain), helping with grants for the Navajo Nation, including developing guidelines for how to work and interface with consultants.  
He also announced that there will be Uniform Act workshops on April 11<sup>th</sup> and 25<sup>th</sup> for how to administer Federal Aid projects – main focus is on R.O.W concerns, but all are invited.
- Mike Zimmnick – representing Asst. DE's – announced the addition of another Asst. DE in the Phoenix District (Rob Samour) Now that there are four Asst. DE's statewide, they are thinking of starting their own group meeting (Ha!)
- Julio Alvarado – State Construction – noted that the material shortage and price escalation situation is straining relationships with the industry. They are working on a process to resolve design issues at the DE level and he expressed that ADOT leadership has reconfirmed its commitment to the Partnering process as they way they will do business and resolve issues at the State level
- Reneé Hoekstra – Partnering Consultant – explained that State Procurement has issued an RFP to renew the consultant Partnering contracts. The RFP is a large, combined request that includes statewide training, Partnering, facilitation and related consulting services. The biggest change in terms of Partnering is that project follow-up will now be done on an hourly basis upon request and not built into the workshop fee.
- Darrell Truitt – Design Consultant – working on the Post Design subcommittee to complete its action items
- James Young – Partnering Office– trying to learn as much as he can from Ginger before she retires. The Partnering Office is coordinating the work the GTSAC (Governor's Traffic Safety Advisory Council), which is addressing many "opportunities" for making our highways safer. GTSAC has membership from 18 different organizations and has formed 6 subcommittees to find ways to improve safety and reduce crashes and fatalities on Arizona roadways.
- Ricardo Carlo – Associated Minority Contractors of America – working to make ADOT's new "race neutral" program be successful for minority contractors. They are co-sponsoring a Construction Business course with ABA to teach small contractors how to manage their businesses. Class will be held March 24<sup>th</sup>.
- Berwyn Wilbrink – Design Consultant – is working with the Communication and Community Partnerships group to establish rules for how to work with the public during the pre-design and design stages of a project. Noted that they are also considering holding a pre-bid meeting for contractors prior to letting a job out to bid. This could help clarify expectations from groups like ADEQ, BLM, Forest Service, etc, and address

## **Partnering Advisory Committee Meeting Notes**

Date: March 8, 2006

Location: HRDC – Grand Canyon #1

questions about the design prior to bidding, but there is a concern contractors may not speak up and lose a potential competitive advantage.

- Frank Rivera – The PAC welcomes Frank as a new representative from the Consulting Engineers stakeholder group. Frank is President of ATL.
- Bill Cowdrey – representing Consultant contract administration – is serving as this year's Chairman of the Annual Event planning committee. He noted the committee needs a volunteer co-chair from the Contractor community now that Mark Soyster has served his time.
- Rene Redondo – we welcome back Rene, representing the contractor stakeholder group. He came out of retirement to spend a couple more years with Granite, and shares his experience working around the western US. He noted that, fundamentally, Partnering is about being up front and laying all your cards on the table, then trusting in each other to follow the process to resolve issues fairly.
- Perry Powell – DE's – stated that they have noticed at the District/State level that project members are sometimes waiting too long to escalate an issue – problems are festering and solutions are coming too late. He also mentioned an issue that went to arbitration, realizing that not all issues can be resolved with Partnering. Sometimes you have to let an issue run its course as a reminder how important the Partnering process is. Perry also reminded the PAC that this is the first year of the AZ Partnering Awards – they are open to projects, inter-agency Partnerships, and other Partnering relationships. The application packet will be available at the Roads and Streets conference, and the awards will be presented at the Annual Partnering Event in December.
- Sam Elters – State Engineer's Office – met recently with AGC leadership to state that ADOT intends to change the specifications to make Partnering a requirement on all projects, and not just construction, but including consultants as well. AGC is supportive of the change.
- Russ Hanson – representing Contract Partnering Consultants – mentioned the Burro Creek project on US 93 as an example of how trust of each other and in the Partnering process allowed for the team to keep working at full speed while addressing a major cost/delay issue that could have undermined the project.

### **Construction Fine-Tuned Partnering Processes – 2006 Release**

The next release of the Partnering Fine-Tuned Processes will be made in early April. They are ready to go, with the exception of the Issue Resolution Routing Form, which we hope to have completed by the end of March. See IR Subcommittee notes below.

### **Annual Partnering Event – December 7, 2005 Results and 2006 Planning:**

Bill Cowdrey provided an update on the Annual Partnering Events. The December, 2005 Event was a resounding success, with 218 attendees. Bill thanked all those who worked so hard to plan and execute the event, including the sponsors, speakers and planning committee members. In the room, he singled out Rene Redondo, who served as Master of Ceremonies, Ginger, James, Cindy

## **Partnering Advisory Committee Meeting Notes**

Date: March 8, 2006

Location: HRDC – Grand Canyon #1

and Linda (or is it Lisa?) from the Partnering Office for their committee support, Kevin Woudenburg for providing Traffic Control devices, and Sam Elters for his presentation.

The 2006 Planning Committee is already underway. The Committee still needs a Contractor co-chair. This year's Event will be held on December 6<sup>th</sup>, with the location yet to be determined. We will be celebrating Partnering in Arizona's 15<sup>th</sup> Anniversary.

### **SUBCOMMITTEE REPORTS:**

#### **Issue Resolution:**

The Issue Resolution subcommittee has been following up on two open actions from last September's PAC meeting. The IR Routing Form is being updated to clarify the follow-up action required, if any, at each level of the Resolution Ladder. The IR Form does not have to be filled out if the issue is resolved at the RE/PM level, although it can be if the issue is of wider importance beyond the project. Otherwise, the resolution may be documented on the Plan Specification and Review Comment Form for feedback to Design, or it may be entered into SATS if a supplemental agreement is required. All issues escalating beyond the RE/PM level will require the Routing Form to be used. Wording on the forms is being adjusted and the form is being expanded to three pages to allow space at each level – RE/PM; DE/CM. and SE/SM. The changes are to be submitted by month-end for incorporation into this year's Fine-Tuned Partnering Processes release.

Reneé Hoekstra is working on a white paper to provide general guidelines for Issue Resolution. The document will become a new Fine-Tuned Process and added to the package upon completion. It will include a checklist of addendum items that could/should accompany the Issue Resolution Routing Form and brought to escalation meetings as a comprehensive problem solving package.

#### **Post Design Support**

The Post Design subcommittee is determined to hold a meeting with the ADOT Design managers (Steve Jimenez, Bob Miller, Bill Lyons) by the second week in April to address a number of Post Design support issues. These include:

- Budgeting for post design support during construction – when and how?
- Who can/should respond to field questions? Just consultants, or internal design engineers?
- How does ADOT account for their staff post-design support time (charge number, etc.)?
- What is the process for establishing support services and how can it be done more quickly?
- Priority of field RFI's – should be #1 above all other work. For both consultants and internal ADOT designers and subconsultants
- What triggers the post design effort?

## **Partnering Advisory Committee Meeting Notes**

Date: March 8, 2006

Location: HRDC – Grand Canyon #1

- How does Post Design tie into ADOT's new Partner all projects requirement

Some other items for consideration mentioned were:

- Adding appropriate Design members to the Issue Resolution Ladder.
- Use of web-based RFI status tool to keep track of requests and response time
- Getting commitment from sub-consultants – and the need for a strong point-of-contact to make sure there are timely responses to needs
- Should there be a specification for RFI turnaround like there is for submittal reviews?
- Establishing submittal turnaround time based upon need, not just a blanket review period.

Berwyn Wilbrink will schedule the meeting with the ADOT Design managers (noted above), along with other subcommittee members Darrell Truit and Mark Soyster.

### **FUTURE DIRECTION FOR PAC**

Due to the challenges the subcommittees have had getting their groups together to follow up on their action plans, Russ raised the question of whether the use of subcommittees is an effective way to get work accomplished, or if there is a better approach. Members agreed that, with everyone's busy work schedules, the subcommittee items tend to fall to a lower priority task and work tends to not get completed as planned.

It was suggested and approved that we use the PAC meetings to identify, prioritize and generally discuss Partnering process issues and improvement ideas. From those discussions, individual Champions will volunteer to follow up on specific action items to see them through. Champions may solicit help from others if they choose, but are still accountable for the results. The PAC meetings will then also be used to approve final recommendations and any changes to the Partnering Processes. The Annual Event subcommittee will continue to be a standing subcommittee from year-to-year in its current structure.

Prior to the next PAC meeting in June, Russ Hanson will poll the members to solicit topics for future discussion. Criteria for topics will include

- Must relate to Partnering process issues or improvement
- Focus on items that add value (solve problems, save time, reduce cost, improve quality, etc.)
- Are of wide-spread interest (i.e., affect many people, projects, processes)

### **RSVP ISSUE**

The Partnering Office wants to bring to everyone's attention the challenge (or is it "opportunity" to reduce the variance in workshop attendance vs. number of meals guaranteed. On average, projects are paying for 12% more meals than needed, and variances can range as high as 30-40% over. Accounting wants the average reduced to 10% or below, and there is a public image concern if word gets out that projects are "wasting" money on food, even though it is a very

## **Partnering Advisory Committee Meeting Notes**

Date: March 8, 2006

Location: HRDC – Grand Canyon #1

small amount of the project budget. Please be aware of the issue and do what you can to assure correct workshop headcounts.

On a related note, members suggested re-looking at the specifications for Partnering workshop cost sharing to see if there is an equitable way for the contractor to be responsible for the food and facility costs and ADOT to cover all or a portion of the Facilitator costs. This may eliminate the issue of the State paying for food and refreshments.

### **ATTACHMENTS:**

- Partnering Advisory Committee (PAC) Membership Roster

**Meeting feedback follows on next page.**

*For questions, assistance & information, please refer to the ADOT Partnering web site:  
[www.dot.state.az.us/about/partnering](http://www.dot.state.az.us/about/partnering)*



## Partnering Advisory Committee Meeting Notes

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### ***MEETING FEEDBACK***

**Note:** ✓ means multiple entries of same comment

#### MOST VALUABLE:

- Shared information from FHWA, Ginger M., Julio A., Rene R., Reneé H. and Sam E. : Post Design report from Berwyn.
- Getting feedback from the PAC members directly
- Opportunities for discussion and sharing information. ✓✓
- Discussions very informative and interesting
- As always, very informative and innovative --- people are starting to think out of the box.
- Discussion and resolution of committee issues
- Meeting everyone and participating in my first meeting. (Roxanne)
- Having involvement
- Round table update and subcommittee update ✓✓

#### SUGGESTIONS FOR THE FUTURE:

- I agree with Russ' recommendation for the meeting agendas to keep issues in front of the whole group.
- Ensure meetings are announced & promoted way, way, way in advance to build attendance and keep members here.
- I felt the meeting was very productive
- Follow through on suggestions for future meetings.
- Where are all the contractors?
- Stay on agenda and establish times for each item ✓
- Continued participation of members

#### OVERALL RATING OF THE MEETING:

1	2	3	4	<b>Average 3.5</b>
		<b>6</b>	<b>6</b>	

(Scale: 1=Needs Significant Improvement, 4=Excellent, met all expectations)

#### COMMENTS:

- Great outcome and distribution of information
- I still feel this is very worthwhile for my participation, as well as others. Thanks for the opportunity!
- Inform Project Management of the problem to establish post design cost in a timely manner
- A lot of good information from stakeholder updates
- Glad to be back (Rene)

## Partnering Advisory Committee Membership Meeting Attendance Roster

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		Phone	Fax	Meeting Attendance 03/08/06 06/14/06 09/13/06 12/06/06
<b>ADOT – State Engineer's Office</b>				
Sam Elters	State Engineer	(602) 712-8075	(602) 712-3404	X
Doug Fortsie	Operations	(602) 712-8274	(602) 712-8315	
<b>ADOT-Partnering Office</b>				
Ginger Murdough	Partnering Director	(602) 712-7556	(602) 712-3503	X
<b>ADOT Construction, Maintenance, Materials</b>				
Vacant				
<b>ADOT District Engineer or Assistant District Engineer</b>				
Perry Powell (E700)	Phoenix District	(602) 712-8965	(602) 712-3116	X
Mike Zimnick (E700)	Phoenix District	(602) 712-8965	(602) 712-3116	X
Julio Alvarado	Const. Engineer	(602) 712-7323	(602) 254-5128	X
John Hauskins	District Engineer	(602) 712-6550	(602) 712-6983	
<b>Resident Engineer</b>				
Ana Olivares	Tucson District	(520) 838-5839	(520) 838-5844	
Gordon Bleyl	Phoenix District	(602) 712-6470	(602) 246-7123	X
<b>Transportation Engineer Specialist</b>				
Bob Webb	Phoenix District	(602) 712-5760	(602) 712-3116	X
Alicia Bayron	Phoenix District	(602) 220-0869	(602) 267-7618	
<b>Project Office Manager</b>				
Roxanne Lopez	Phoenix District	(602) 712-6471		X
<b>ADOT Inspector</b>				
Bob Cook	Phoenix District	(602) 768-4462	(602) 267-7618	
<b>Maintenance Engineer</b>				
Vacant				
<b>Materials</b>				
David Burbank	Tucson District	(520) 620-5465	(520) 628-6149	

## Partnering Advisory Committee Membership Meeting Attendance Roster

### ADOT – Development

#### Project Management

Mike Bruder(110G)	Statewide Project Mgt	(602) 712-8708	(602) 712-7630	
Urso Penalosa	Roadway Group	(602) 712-7788	(602) 712-3075	X

### Contracts & Specifications

Leonard Vidra	Contracts & Specifications	(602) 712-8158	(602) 712-6956	
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### Value Engineering

Paul Hurst (172A)	Value Engineering	(602) 712-8544	(602) 712-3223	
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### Utilities & Railroad

Vacant

Phone

Fax

Meeting Attendance  
03/08/06 06/14/06 09/13/06 12/06/06

### OTHER

#### AGC

Amanda McGennis	AGC, Arizona Chap	(602)-252--3926	(602) 252-5870	
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#### AMCA

Ricardo Carlo	Assoc. Minority Cont.	(602) 495-0026	(602) 252-3749	X
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#### Consultant Const. Contract Admin.

Rudy Rodriguez	HDR	(602) 508-6600	(602) 508-6606	
Bill Cowdrey	HDR	(602) 889-7000	(602) 889-7101	X

### Consulting Engineers

John Ritoch	Ritoch Powell & Associates	(602) 263-1177	(602) 277-6286	
Berwyn Wilbrink	JE/Jacobs Civil, Inc	(480) 763-8609	(480) 763-8601	X
Darrell Truitt	EPS Group Inc.	(480) 503-2250	(480) 503-2258	X
Frank Rivera	ATL	(602) 241-1097	(602) 277-1306	X

### Consultants-Other

Vacant

### Cities

Ray Dovalina	City of Phoenix	(602) 262-4057	(602) 495-2016	
Manuel Tapia	City Of Nogales	(520) 285-5753	(520) 287-8352	

### FHWA

Layne Patton	FHWA	(602) 379-3645	(602) 379-3608	X
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## Partnering Advisory Committee Membership Meeting Attendance Roster

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### Partnering Consultants

Russ Hanson	Partnering Consultant	(623) 572-9417	(623) 572-9417	X
Renee L. Hoekstra	Partnering Consultant	(623) 266-3943	(623) 266-3611	X

### PRIVATE - Contractors, Sub-contractors, Suppliers

#### Contractor

Will Garrison	FNF Construction Co.	(480) 784-2910	(480) 829-8607	
Bill Kelton	R. E. Monks	(480) 837-3684	(480) 837-7373	
Mark B. Soyster	Pulice Construction, Inc.	(602) 944-2241	(602) 944-8861	
Rob Padilla	Hunter Contracting Co.	(480) 892-0521	(480) 892-4932	
Tim B. Ginter	DBA Construction, Inc.	(602) 708-2893	(602) 442-0408	
Rene Redondo	Granite Construction	(520) 904-2475	(520) 748-8230	X
Matt McNeil	McNeil Brothers	(480) 940-4232		
Spencer Hudson	Contractor West	(602) 397-9753		

#### Sub-Contractor

Vacant

#### Supplier

Kevin Woudenberg	United Rentals	(602) 397-2307	(602) 252-9578	X
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